

Objectives and Priorities

Objectives

This section explains the objectives, performance indicators and targets for the Constabulary during the financial year 2003/04.

The objectives are set either by the Police Authority (local objectives) or by the Home Office (national priorities). The latter apply to all 43 police forces in England and Wales. This year, there are four national priorities replacing the previous three ministerial. Information is provided on how we performed against last year's priorities.

The local objectives apply solely to Hampshire Constabulary, reflecting the results of the Police Authority's consultation with the people of Hampshire and the Isle of Wight. The Police Authority fully accepts the national priorities and have set their own local objectives to complement them.

The Police Authority consultation process informs the choice of the local objectives. The main themes that came out of the consultation results (page 18) are all addressed in this plan. Out of the top ten areas that the people of Hampshire and the Isle of Wight feel should be local priorities, nine are covered in the Police Authority local objectives and one is a national priority.

The Police Authority local objectives all have equal standing. In order to ensure that the Constabulary concentrates on these priorities, the Police Authority sets targets for both the national priorities and the local objectives.

Each of the objectives has a series of performance indicators. They are designed to allow a measurement of progress towards achieving the target. They will allow comparison between the 43 different police forces of England and Wales.

The targets are included in the full list of Best Value performance indicators which can be found in the appendix.

For longer term performance look at the summary of the Police Authority's strategy on pages 6-7.



Objectives and Priorities

Police Authority's Own Objective

To consult effectively with the communities of Hampshire and the Isle of Wight on policing issues to inform policing priorities for the future.

How will this objective be achieved?

Police authorities are required by statute to consult with their communities on policing and to oversee the work of the police force on behalf of local people.

Hampshire Police Authority is committed to an effective programme of consultation to ensure that the level of service delivered reflects the needs and expectations of its communities.

To be effective, consultation must, where possible, involve the communities of Hampshire and the Isle of Wight in shaping the service we provide. The Authority seeks to achieve this objective by ensuring that consultation takes place with a representative cross section of the community. An essential part of this process will be feeding back to communities why decisions have been made.

The Police Authority reviewed its consultation practices and introduced a new structure as from April 2002. This new structure encouraged consultation with many groups considered hard to reach in Hampshire and the Isle of Wight and looked at different ways of reaching these groups.

After reviewing consultation in 2002 the Authority reaffirmed its decision to continue to consult using the new arrangements. These new arrangements will continue for the next year with the consultation period extended to March 2004 (although a mid-term analysis will undertaken in October 2003 to inform next year's Annual Policing Plan).

Consultation feedback is vital to the process and as such the Authority will include some feedback on consultation in 2002 within the precept notice for 2003/04. Feedback is also contained within this report on pages 17-18.

Targets

Again the Authority has chosen not to state numeric targets (for example the number of people consulted with), as it is felt that such targets do not show the value or effectiveness of the consultation undertaken. The Authority wishes to reaffirm its commitment to quality consultation and will be assessing the degree of public satisfaction with the service local people receive using existing BVPIs (BV23). This will enable the Authority to determine if the right priorities are being highlighted.

It will continue to review consultation annually, receive feedback and work to ensure methods used are cost effective.

Race Equality Scheme

As part of reflecting the needs and expectations of its communities, Hampshire Police Authority and Hampshire Constabulary have each published Race Equality Schemes that provide a framework of principles and standards to progress this important agenda. Under the Constabulary's Scheme, we will consider the impact of each relevant police function and policy in terms of its ability to:

- eliminate unlawful racial discrimination;
- promote equality of opportunity; and,
- promote good relations between people of different racial groups.

In addition, Hampshire Constabulary is participating in the 'Race for Justice' project. This project is focusing on making the services of all the criminal justice agencies more accessible and relevant to the diverse communities of Hampshire and the Isle of Wight.

Our aim is that the pursuit of these strategic objectives will secure an improvement in the trust and confidence of all sections of the community.

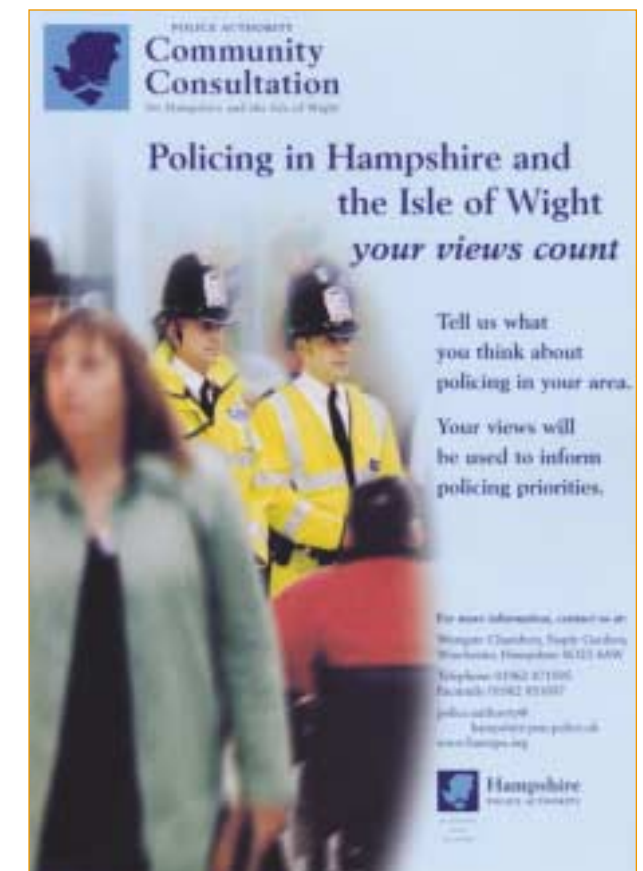
Freedom of Information Act

The Freedom of Information Act 2000 will place new duties on all public authorities, including police authorities and forces.

The Act is part of a wider initiative to make government and its decision-making processes more open and accountable and provides authorities with an opportunity to review their openness and accessibility.

The Freedom of Information Act 2000 will be implemented in stages:

- By June 2003, both police authorities and forces are required to adopt and maintain a "publication scheme" and to publish information in accordance with the scheme.
- From January 2005, any individual or body will have the right of access to information held by the authority.



Objectives and Priorities

Police Authority's Local Objectives

1 To reduce road collision casualties in Hampshire and the Isle of Wight, particularly those which are serious and fatal.

How will this objective be achieved?

By working in partnership with other agencies through a combination of education, engineering, enforcement and advancing technology to contribute to improved road safety. The police National Intelligence Model will be used to focus our resources and activity.

One of the main causes of injury collisions and fatalities is excessive or inappropriate speed. The Constabulary will concentrate on enforcing speed legislation by intelligence led police activity on casualty sites identified in consultation with partner agencies.

Speed is not the only cause of collisions and a variety of actions will be taken to reduce casualty figures.

These will include:

- high visibility policing on our roads;
- working with other agencies to 'design out' causal factors of collisions at identified sites;
- vigorous enforcement of drink drive legislation supporting both national and European campaigns;
- working with other partners to reduce drug impaired driving through education and Field Impairment Testing;

- 'multi-checks' with other agencies to enforce breaches of the law by the drivers of goods and public service vehicles;
- the 'Vehicle Defect Rectification Scheme' which enables drivers to have repairs carried out to their vehicle as an alternative to prosecution, ensuring safer vehicles on the road;
- utilising new technology in speed enforcement and improving driver information by interactive signs;
- working with the Safety Camera Partnership identifying sites when camera technology will be the most effective form of casualty reduction; and,
- the development of a strategic casualty reduction partnership.

Publicity and education are as important as enforcement. There are road safety campaigns relating to speed, impaired driving through drink or drugs and the use of seat belts.

The Constabulary also:

- uses the Driver Improvement Scheme to educate and instruct offenders as an alternative to prosecution; and
- advocates 'Bike Safe 2000' to riders of high-powered motorcycles. This is an education-led initiative to reduce the number of motorcyclists killed and injured on the roads of Hampshire and the Isle of Wight.

Targets

The targets set by the government for reducing death and injury by the year 2010 are challenging. These are:

- A 40% reduction in the number of people killed or seriously injured in road collisions
- A 50% reduction in the number of children killed or seriously injured
- A 10% reduction in slight casualties

- To achieve the targets set for casualty reduction a 5% reduction is required each year in the number of fatally or seriously injured casualties

Performance indicators:

BV132 Road traffic collisions involving death or serious injury

For targets, please see Appendix.



Objectives and Priorities

- 2 To ensure that the Constabulary makes the most efficient use of all its resources and achieves Best Value for money spent and provides the highest quality of service possible.

999 calls

In the last year the force has begun to exploit fully the benefits of its new control room.

By effective use of resources and re-evaluation of operating procedures the force is on target to answer 90% of all 999 calls within 10 seconds this year.

One challenge over the coming year will be to increase public confidence by maintaining the high level of performance now being achieved in managing the 6,000 telephone calls, which are received by the Constabulary every day, in a timely way. The other is in providing call handling standards which



provide a professional assessment of the requirements of callers so that immediate deployments of police resources are only made when necessary and that other means of resolving non-emergency calls are considered.

This is already outlined in the National Policing Plan. New national standards are being developed to respond to non-emergency calls and with its present call management structure and processes the Constabulary is already well placed to meet the requirements of the national plan.

During 2003 the force Enquiry Centre will move to a 24 hour service.

In the 2001/02 999 callers customer satisfaction survey, 79% of respondents were satisfied or very satisfied with the service they received from the police in dealing with their 999 call. This represents a two percent increase in satisfaction over that for 2000.

In the 2002/03 999 callers (grade 1) customer satisfaction survey, the Home Office now require that two separate surveys of 999 callers are carried out. This figure is the satisfaction figure for those respondents whose calls were graded for immediate response. It is forecast that 78% were satisfied or very satisfied with the time taken for an officer to arrive after the 999 call was made.

In the 2002/03 999 callers (all grades) customer satisfaction survey, it is forecast that 71% of callers who responded to the questionnaire stated that they were satisfied or very satisfied with the police action in response to their 999 call. It is forecast that 88% of respondents were satisfied or very satisfied with the time it took the police operator to answer their emergency call.

Professional Standards

The Professional Standards Department deals with the investigation of complaints, working in partnership with the Police Complaints Authority. The Police Authority, force and department are looking forward to working with the new Independent Police Complaints Commission, projected to be operating from April 2004. We await further guidance from the Home Office to assist in this transition.

Activity Based Costing (ABC)

A statutory requirement for the Best Value Performance Plan is an analysis of the cost of activities. During November 2002 Hampshire Constabulary completed a force-wide activity sample of divisional operational staff. This costing was completed using the Activity Based Costing (ABC) model, the implementation of which complies with Home Office requirements. ABC analysis will enable the Constabulary to identify the current utilisation of resources according to

set Home Office activities and to allocate resources more effectively in order to achieve the national priorities.

The operational units of Hampshire Constabulary's Basic Command Units (BCUs) are sampled for three weeks annually each November using one of the two most commonly occurring tools used by the 43 forces in England and Wales, an Optical Mark Recognition Card scanning system, similar to technology used by the National Lottery. For support units, we already use other time recording methods, such as event frequency analysis. The use of new technologies such as the Airwave digital radio system and computerised duty system is being considered, in order to meet the requirements of the national Association of Chief Police Officers (ACPO) ABC model and to provide meaningful local management information.

The new Police Performance Assessment Framework to be introduced by the Home Office in 2003/04 has led to the ABC model being revised. Ensuring full compliance with the revised ABC model will be a priority for the force during 2003/04. Parallel to the implementation of the revised model (which is due to be published in February 2003) we will be ensuring that divisional commanders are provided with the activity data in a format which they are able to use to improve the services delivered to the public.

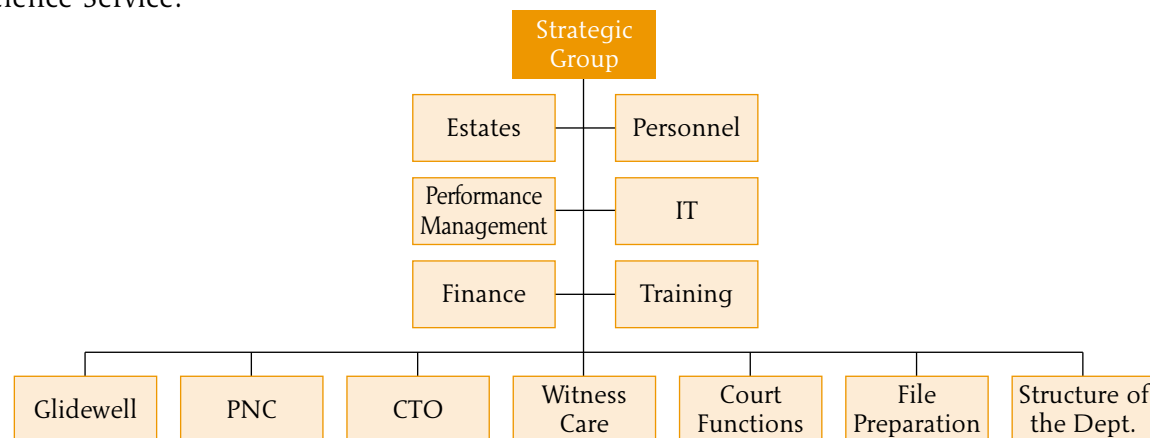
Objectives and Priorities

Criminal justice issues

As already stated elsewhere, the force is conducting a Best Value Review of Criminal Justice Issues (see diagram below). This commenced on 4th November and is due to run until July 2003. The area for review is wide and to assist the review team the structure of the review has been broken down:

- Glidewell is the name given to the five units where the Crown Prosecution Service and police staff work side-by-side.
- The Police National Computer is located within the PNC Bureau and is responsible for recording impending and concluded cases.
- The Central Ticket Office (CTO) deals with non-endorseable and endorseable (those that carry driving licence penalty points).

The review endeavours to improve the Constabulary's approach to criminal justice and involves partners from the courts, the Crown Prosecution Service and the Criminal Defence Service.



Targets

Full details of all the targets can be found in the appendix against the relevant performance indicators. These include targets for public satisfaction, sickness, medical retirements, timeliness of files, recruiting and 999 answering.

Performance indicators:

- BV23** Public satisfaction surveys
- BV25** Minority ethnic police officers
- BV26** Days lost through sickness
- BV28** Police officers in operational posts
- BV29** Number of medical retirements
- F3** Timeliness of court files
- F4** Answering 999 calls
- F5** Response time to immediate response incidents
- F7** Recruitment targets

3 To reduce anti-social behaviour in partnership with the community and other agencies thereby reducing the fear from such activities amongst the communities of Hampshire and the Isle of Wight.

Although this is similar to one of the national priorities and contains some similar data, the people of Hampshire and the Isle of Wight made it clear through consultation that this is an important local priority. Please read this objective and the national priority together to get a full picture of how we are planning to achieve these objectives.

The Crime and Disorder Act 1998 required

the establishment of local partnerships between key local agencies. The chart (below) summarises some of the key subjects that each partnership has identified as being important within their local authority area. These key subjects have been included for action within their community safety strategies.

Hampshire Constabulary continues to build on the close working relationship with partners from Crime and Disorder Reduction Partnerships (CDRPs) and other partners in order to achieve community cohesion. This continues both on a strategic level, through the Chief Officers Group and at tactical and operational levels.

Strategies	Basingstoke & Deane	East Hampshire	Exeleigh	Fareham	Gosport	Hart	Havant	Isle of Wight	New Forest	Potsmouth	Rushmoor	Southampton	Test Valley	Winchester	TOTAL
Families / Parenting	9
Fire Safety	7
Improved Information / Data	10
High Visibility Police Patrols	9
Traffic Enforcement	4
Domestic Violence	14
Young People:															
Juvenile Nuisance	14
Drink / Drug / Substance Abuse	14
As Offender	14
As Victim	11
Youth Provision Training / Leisure	12
Bullying Exclusion / Truancy	9
Dwelling Burglary	13
Motor Vehicle Crime	14
Repeat Victimization	10
Public Disorder	14
Fear of Crime	14
Neighbourhood Nuisance / Anti-social Behaviour	12
Support to Neighbourhood Watch Scheme	8
CCTV	11

Objectives and Priorities

National Priorities

For example the Constabulary has worked with Victim Support Services, Health Authorities, the Crown Prosecution Service (CPS), local Community Safety Coordinators in an examination of the way the Constabulary deals with domestic violence, and the relative contributions which could be made by each party to supporting those who have become victims and preventing further victimisation.

www.hampshire.police.uk/CrimeAndDisorderAct.htm

Tackling anti-social behaviour

Hampshire Constabulary have recently formally introduced problem orientated policing into the two counties of Hampshire and the Isle of Wight. This form of problem solving has been branded as Problem Resolution In Multi-agency Environments (PRIME) to reflect the association between different agencies rather than the emphasis being solely on policing.

Underpinning all operational policing activity with the problem solving approach, PRIME, enables the Constabulary to utilise a range of new legislation for tackling nuisance issues. e.g. the use of Fixed Penalty Notices.

Currently every station within the force has identified ongoing long-term problems and are in the process of engaging partners in order to seek sustainable solutions. The force is investing in the region of £150,000 in order to provide IT support of problem solving (a further £70,000 has been granted by the Policing Standards Unit) that will put Hampshire Constabulary on the map as a leader in IT support of problem solving on a national basis. The IT system will be accessible from the police computer by our signed up partners giving them the electronic support they need. This innovative

solution has already attracted attention from other forces who are keen to monitor its development.

As a result of the PRIME process, hot spot areas will receive a coordinated approach on a local basis as guided by the Tasking and Coordinating Group. Resources will be made available on the basis of the service plan so that funds are used to target the needs of that community. Hot spot locations will be identified together with details of repeat victims and offenders so that a more rounded and effective approach to reducing crime and disorder can be provided. At the same time this is aimed at reassuring the public and contributing towards reducing the fear of crime.

Stop and Search

The Constabulary remains fully committed to the professional use of stop and search powers which are an essential tool in the prevention and detection of crime. Our monitoring processes continue to develop and are designed to ensure these powers are used with integrity and are fair, open and accountable.

Targets

Full details of all the targets can be found in the appendix against the relevant performance indicators. These include targets for: Fear of crime, feelings of public safety, stop/searches.

Performance indicators:

BV121 Fear of crime

BV122 Feelings of public safety

BV138 } Stop and Search
BV139 }

BV189 Reassurance and quality of life

1 Tackling anti-social behaviour and disorder

Some of the information and data for this section are available on pages 21-22 under the Police Authority's local objective on anti-social behaviour.

The additional powers that will allow seizure of vehicles will be included within the armoury of options that are currently available and will complement the current use of Anti-Social Behaviour Orders (ASBOs). Indeed one current PRIME project relating to anti-social use of vehicles (loud stereos) is awaiting impending legislation which will enable the Constabulary to effectively deal with a long standing problem which affects the quality of life of local residents.

The Constabulary is committed to continuing to use all methods and powers at its disposal to deliver key priorities at a local level. A problem solving approach to youth nuisance is being used, and in every Division specific projects are under way. This approach utilises a range of legislation which will be enhanced by new legislation for tackling nuisance issues.

The use of Acceptable Behaviour Contracts will be expanded to inhibit anti-social behaviour. Anti-social behaviour by a young person may be a manifestation of underlying family, health or educational difficulties and the assistance of other agencies will be engaged to ensure that support to subjects of contracts and orders is available.

The Constabulary is working with all its

Crime and Disorder partnerships to impact on problems which are alcohol related or linked to particular licensed premises.

The new Community Safety Accreditation Scheme has not been implemented in Hampshire and the Isle of Wight. Hampshire Police Authority and Hampshire Constabulary look forward to the opportunity of working in partnership with other agencies to examine the opportunities available under this scheme to extend the police family in the coming year.

Positive action at domestic violence incidents within Hampshire and the Isle of Wight is an established policy. Crime and Disorder partnerships have supported the employment of Domestic Violence Co-ordinators in a number of Basic Command Units e.g. New Forest, Fareham and North East Hants.

Whilst working with community partners the Constabulary has used ASBO and Anti-social Behaviour Contract (ABC) procedures to impact upon anti-social behaviour. This tactic is being used more frequently across the force however the best examples of this work to date are in Portsmouth and Southampton. Media interest has been high in respect of these initiatives and the Constabulary will continue to seize the opportunities presented in order to reduce public concerns and provide reassurance.

To assist in this, two police divisions have appointed their own Media Services officers to ensure that maximum benefits can be gained.

Objectives and Priorities

Crime strategy

The various elements of a crime strategy are in place. These will be pulled together in a definitive crime strategy by a joint working group by April 2003.

All of Hampshire's BCUs have recently received funds from the Government Office of the South East to allow them to meet local priorities associated with anti-social behaviour, street crime and burglary. The total sum is £1.2m and each division will agree on the most appropriate use of these funds with their local partners and with force command.

Targets

Full details of all the targets can be found in the appendix against the relevant performance indicators. These include targets for: Fear of crime, feelings of public safety, stop/searches.

Performance indicators:

BV121 Fear of crime

BV122 Feelings of public safety

BV138 } Stop and Search
BV139 }

BV189 Reassurance and quality of life

2 Reducing volume, street, drug-related and violent and gun crime in line with local and national targets

Patrol Strategy

Wide consultation and examination of best practice nationally has produced a strategy that provides clearly focussed objectives for patrolling officers. This corporate framework will be used to address local needs and concerns. The strategy broadly links intelligence-led policing objectives to the reassurance agenda, in a way which is planned to deliver tangible results in respect of crime targets and quality of life issues locally. Evaluation of the effectiveness of this innovation, and subsequent developmental work, will be part of the monitoring process during the implementation of the strategy. The Constabulary will be examining the Street Crime Initiative to ascertain which best practice can be applied locally.

Drugs and Guns

Class A drug supply and the activities of drug related violent criminals form part of our force strategic priorities. The Force Intelligence Bureau (FIB) assesses drug related violent criminals and prepares market profiles on a monthly basis to inform decision making at a local and regional level.

The Authority look forward to confirmation that the Home Office will continue to support our effective arrest referral

programme, as it has done in the first three years of its development. We also look forward to the changes in legislation which will allow drug testing at charge. This will be an effective way of further improving targeted delivery of our Arrest Referral scheme.

The force area continues to have a very low number of offences involving firearms. In 2001 armed officers were deployed on 200 occasions whilst in 2002 this number fell by over 10%. In 2002 in the course of these armed operations 7 firearms, 20 blank or replica weapons, 25 toy guns or air weapons and 7 other offensive weapons were recovered. Clearly the efforts of the force to tackle organised or gun crime and improvements in the armed response for the force have paid off. The use of imitation weapons however continues to cause considerable problems for the force and individuals brandishing them are placing their own lives at risk.

Many force level operations now deal with individuals who are linked to firearms information. Much of this information is false and is designed by an individual to increase their own standing and to generate fear and uncertainty in the minds of others. However we do not discount any information concerning firearms. Each operation is carefully analysed, risk assessed and continually reviewed. Operation Trojan is the Constabulary's continuing response to drug-related violent criminals.



Objectives and Priorities

Reducing volume crime etc.

With respect to crime reduction especially for burglary, robbery and vehicle crimes, Basic Command Unit (BCU) senior officers have agreed three year targets with their local partners.

Under the existing Territorial Operations Strategy BCU commanders are required to forge links with the best performers in similar Policing Areas in order to develop best practice.

Over the last two years a performance culture has been developed through monthly BCU commanders meetings chaired by the Assistant Chief Constable responsible for Territorial Operations. These meetings promote best practice, identify and analyse emerging issues and tackle resourcing problems. These discussions inform local actions by Constabulary staff to improve both the quality of service delivery and our ability to achieve positive results against key performance targets.

Quarterly performance reviews focus on the results and outcomes of individual BCUs to support this process.

A system of challenge funding has been established to support BCU initiatives which address street crime, volume crime and public reassurance issues. Successes are reported through the Media Services department to local media to provide public reassurance and reduce the fear of crime.

Dwelling burglary

Targets to reduce the incidence of dwelling burglaries are likely to be achieved. Prevention and detection strategies at local levels have produced encouraging results across the two counties. There has been a particular emphasis on gathering and acting upon fingerprint and DNA evidence gathered at the scenes of crimes and in adopting best practice when undertaking the initial investigation of the report of dwelling burglaries.

One particular example involves Isle of Wight CID officers. Dwelling burglary on the Island had increased by 30% in the first 6 months of the year. A co-ordinated response by uniform, CID and Scenes of Crime staff resulted in the arrest of 14 offenders and the detection of 250 burglaries. The underlying motive for these offenders was to finance heroin addiction and partnership working is ongoing to deal with the core problem to stop and disrupt the illegal supply of drugs locally. Partnership work is also ongoing in respect of responses by the Drugs Action Team locally to the underlying causes of this problem.

Attacking criminal assets

The Financial Investigation Unit has recently been given more resilience by its amalgamation with the Fraud Squad. Together, they are now called the Economic Crime Group and a priority in the coming year will be to explore ways to proactively target major criminals with a view to seizing illegally obtained assets.

Violent offences

The number of violent offences recorded this year is expected to increase in all forces due to the National Crime Recording Standard. Robust policies and the allocation of extra resources in the form of extra domestic violence coordinators have positively affected detection rates over the last year and will continue to do so in the coming year.

Public Service Agreements

The achievement of our targets contributes towards the overall achievement of the Home Office Public Service Agreements. Of particular note are:

PSA 1: Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime CDRP areas and the best comparable areas; and reduce:

- vehicle crime by 30% from 1998/99 to 2004;
- domestic burglary by 25% from 1998/99 to 2004;
- robbery in the 10 Street Crime Initiative areas by 14% from 1999-00 to 2005;

and maintain that level.

PSA 2: Improve performance overall of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties.

PSA definitions quoted from Annex A of the National Policing Plan, available on the Police Reform website:

www.policereform.gov.uk/natpoliceplan.asp

Repeat victimisation

Every division has in place policies to deal with repeat victimisation. These policies have been developed according to guidance issued jointly by the Home Office, Audit Commission and HMIC.

Child protection issues

Hampshire Constabulary is committed to protecting one of the most vulnerable groups of people in our communities, i.e. children. The strategy in this force is:

- to encourage the Social Services and other agencies to refer cases which may involve crimes against children, promptly to the police;
- to continue to staff the Central Referral Unit with experienced supervisors and support staff, thereby ensuring a consistency in our response to referrals, as well as high quality decision making based upon existing protocols with Social Services and the force Child Protection Allocation Policy;
- to recognise that child abuse is a serious crime, and that the police have a duty to treat children as individual citizens who have the same right to the protection of the criminal law as adults;

Objectives and Priorities

- to maintain a highly efficient and well trained Child Protection Unit, staffed with investigators capable of dealing with all the most serious cases of homicide, assault, sexual abuse or criminal neglect where children are the victims, to a high standard of excellence, thereby relieving divisional officers of many of the most difficult and protracted enquiries they would otherwise have to deal with;
- to ensure every child protection investigator receives a high level of supervisory support;
- to make every effort to support the overall force response in respect of the detection of violent crime;
- to maintain a strategy of crime reduction, by leading and implementing education campaigns, such as those in recent years involving shaken babies, and child protection in sport; and,
- to ensure a high degree of trust and partnership working with colleagues from Social Services, health, education etc. including a full contribution to the Area Child Protection Committee structure, and other relevant inter-agency groups.

The force should implement the forthcoming recommendations and guidance from ACPO concerning the training of child protection officers, and implement all relevant recommendations contained within the report of the Victoria Climbié inquiry.

Pubs, clubs and alcohol related street crime initiatives

Alcohol-fuelled violence has become a sad reflection of our society. The small number of people who engage in this violence has a significant impact on the vast majority of people who are law-abiding, but are put in fear of being physically attacked. Not surprisingly a number of Constabulary initiatives are focussed on reducing alcohol related violent crime.

In most town centre areas of Hampshire and the Isle of Wight work has been carried out which has resulted in the formation of Pub Watch schemes and the introduction of licensed door staff. This has brought together licensees, regional managers, environmental health officers and the police in a coordinated approach to reduce incidents of violence and disorder. However, this is a voluntary scheme and there are some premises that do not seek membership. The Licensing Bill will play a very significant role in the enforcement aspect of policing these establishments and will allow a proactive approach to those premises that carry a high risk of disorder occurring and also as a reactive option to close premises where violence has occurred. When the PRIME IT system is available, best practice detailing long term sustainable solutions will be captured and made available to all officers, which will improve performance and the quality of life for those that live, visit or work within the Hampshire Constabulary area.

Serious and major crime

A dedicated Major Crime Investigation Team has been established to work within the two counties conducting the investigations into major and serious crimes such as murder, stranger rape, and 'crimes in action' (kidnapping and blackmail). Officers seconded to this team have been specifically trained in speciality skills, such as:

- Tactical Interview Management – to ensure that the interviews with suspects are conducted fully and ethically
- Family liaison – to ensure that the relatives of victims are supported and kept fully apprised during the investigation
- Intelligence analysis – to enable the teams to obtain and analyse all possible sources of intelligence
- Disclosure – to ensure that the investigation fully complies with the requirements of the Criminal Procedures and Investigations Act

This is to ensure that the investigation of major and serious crime has as little as possible impact on the day-to-day policing of the Constabulary. The team operates from a number of purpose built sites located throughout the two counties.

Targets

Full details of all the targets can be found in the appendix against the relevant performance indicators. These include targets for: Domestic burglaries, violent crimes, vehicle crime, supply of drugs, racially aggravated crime and domestic violence.

Performance indicators:

- BV120** Perceived level of crime
- BV126** Domestic burglaries
- BV127** Violent crimes
- BV128** Vehicle crimes
- BV129** Supply of class A drugs
- BV138** } Stop and Search
- BV139** }
- BV141** Detection of racially aggravated crimes
- BV153** Domestic violence incidents (see force PI F6)
- F1 & F2** Total crimes and detection



Objectives and Priorities

3 Combating serious and organised crime operating across force boundaries

Hampshire Constabulary and Hampshire Police Authority have traditionally made detecting major crime a priority. We are proud of our achievement in tackling such crime that brings untold suffering and devastation to peoples' lives.

The main focus of our efforts continues to be the support of divisions in tackling their local crime and in the provision of a focussed and targeted effort against more serious offenders across the force area. CID officers work on division closely with colleagues to tackle serious and complex crime (e.g. burglary, assaults and sexual offences). Central CID structures are in place to support this service. These are:

- Intelligence Directorate – a central force resource supporting divisions and the use of the NIM providing excellence in the acquisition, analysis and actioning of intelligence relating to crime and disorder. The provision of specialist units to target and protect our communities from the most dangerous and serious offenders requiring investigative resources across divisions.
- Specialist Investigations – provide particular expertise in areas such as economic crime, computer crime, paedophile investigations and child protection.

- Scientific Services Department – forensic and scientific support in the investigation of all crime.
- Major Crime Investigation Team – in relation to major crime (e.g. murder, rape and kidnap) the teams provide a structured response to all divisions from one of the force's dedicated investigation suites with the assistance of additional personnel from division when justified.

Murder remains the most serious crime in terms of impact on families and friends, as well as on perceptions of risk. Hampshire Constabulary is committed to bringing murderers to justice and recognises the legitimate public interest in this key aspect of performance (see table).

Year	Murders	Detections
1996	28	27
1997	10	10
1998/99	11	12
1999/00	20	19
2000/01	12	10
2001/02	24	20

Some detections relate to murders in previous years. All undetected murders are still under investigation.

Partnership approach to problems

Hampshire Constabulary hosts a Joint Intelligence Unit (JIU) comprising police, customs and immigration officers to share information and to facilitate a partnership approach to tackling local and national priorities. The Force Intelligence Bureau (FIB) acts as the single point of contact with National Crime Intelligence Service (NCIS) and National Crime Squad (NCS), whilst the International Liaison and Enquiry Team (ILET) is the point of contact for enquires overseas.

National standards for the National Intelligence Model are currently being developed in liason with forces. Hampshire Constabulary is well placed to fully meet these standards by April 2004.

Specialist Investigators: The force was a pilot area for the Initial Crime Investigators Development Programme (ICIDP). Proposals will be brought forward this year to adopt the ICIDP in full and to introduce new structured probationary and post probationary crime investigator work place development. For police staff we will look to implement any product as developed by Police Skills and Standards Organisation (PSSO). A working group will be established to consider opportunities in the area of support staff specialist investigators.

Rape Action Plan: A small working group reviewed the findings of the HMIC thematic inspection of rape and the subsequent Home Office rape action plan. Their initial report recommended a senior manager be appointed to coordinate our response to all relevant points in the plan on a force wide basis. The group's recommendation was accepted and this work is being progressed.



Objectives and Priorities

Immigration crime: The FIB acts as the single point of contact for organised human trafficking and provides the liaison point for National Criminal Intelligence Service (NCIS). The Nationalities Office is the point of contact with HM Immigration Service linking with the JIU.

Terrorism: Hampshire Constabulary's Special Branch takes the lead on all terrorist matters. Their activity is aligned to the national counter terrorist strategy. The Constabulary maintains a high level of counter-terrorism contingency planning relating to airports (Eastleigh and Farnborough), major seaports (Southampton and Portsmouth) and numerous high profile military establishments. These and other plans relating to terrorist activity are regularly reviewed and exercised across the two counties.

Targets

Full details of all the targets can be found in the appendix against the relevant performance indicators. These include targets for: Immigration crime and homicide.

Performance indicators:

BV191 Immigration Service requests

F8 Homicide

4 Increasing the number of offences brought to justice

Criminal Justice System (CJS) agencies partnerships

Hampshire Constabulary is the national lead in several areas, namely:

- the use and development of National Automatic Fingerprint Identification System (NAFIS) Livescan working alongside the Police Information Technology Organisation (PITO), Police Scientific Development Branch (PSDB) and TRW (the contractor); and,
- the development of a National Appropriate Adult Network working with the Home Office and numerous local authorities and the voluntary sector.

We have worked hard with our partners to develop systems and procedures in order to deliver justice. We are collocated at five police sites across Hampshire and the Isle of Wight; with plans from the Constabulary to explore collocation at trials units within Crown Prosecution Service premises. With over a year's experience of collocation our performance has improved not only against targets but also our communication and efficiency regarding the management of cases. The Constabulary is presently conducting a Best Value review of the Criminal Justice Department, which includes work with the Crown Prosecution Service and both Magistrates and Crown Courts.

Narrowing the justice gap

Narrowing the justice gap means reducing the difference between the number of crimes that are committed, and the number that result in the perpetrator being brought to justice. The minimum level of improvement is 5% per year expected in each force. (In our two counties this represents 1,592 offences).

There are many reasons why the Criminal Justice System might not successfully bring an offender to Justice, but we need to focus on tackling them in three specific ways. These are:

- targeting weaknesses in the Criminal Justice System;
- targeting types of offenders (such as persistent offenders); and
- targeting types of crime (such as street crime).

To achieve this the newly formed Local Criminal Justice Board will be identifying areas of activity that all partners can pursue to bring offenders to justice and reduce the gap.

The Home Office defines 'brought to justice' as meaning a defendant who accepts a caution or is convicted by a court. Hampshire Constabulary is clear that its responsibilities are to conduct high quality professional investigations. Convictions or acquittals are a matter for the courts.

Objectives and Priorities

Local Criminal Justice Board (LCJB)/Targets

We have already met with our partner agencies at the LCJB to formulate Performance Indicators in order to increase the number of offenders brought to justice. Our initial target of reducing the justice gap of 5% equates to 1,592 offences over a twelve-month period. This will be developed over a three-year period, being monitored and reviewed by the newly appointed area performance manager. One area of the strategy will be targeting persistent offenders; others will be how we deliver a 'Premium Service' in partnership with other LCJB partners.

At present we bring 23% of offences to justice, compared with a national average of 18.5%.

For lower courts collocation has meant that the police Case Management System (CMS) is being utilised at some sites by both police and Crown Prosecution Service administrative staff to help people track the progress of cases on line. Further work and training will ensure all staff will be able to use both systems. Again, in some areas lawyers quickly answer questions that arise with the officer in the case via email; especially where the officer is working out of hours.

Persistent Offenders

The force will have at any one time approximately 1,000 Persistent Offenders (PO). In partnership with other criminal justice agencies we will focus resources on the offenders within that group who fall within the National Intelligence Model (NIM) and attract special attention. Those POs that fall outside the NIM will still be targeted but to an appropriate level according to the level and nature of their crimes. The Jtrack IT system will be used not only for monitoring but also for intelligence purposes. We will work to deliver a premium service with the CPS. Early pre-charge advice, considerations for refusing bail, swift non-appearance warrant applications and robust remand applications in court form part of this service. This in turn will send a clear

message to those offenders who tend to disregard the rule of law and social norms.

The Constabulary has appointed a project manager to oversee the implementation of the Persistent Offender Scheme. A small multi-agency team has been established which includes representatives from the Prison Service, probation, police and the courts.

Victims code of practice: The care given to victims and witnesses by criminal justice agencies is the focus of the Chief Officers Group. This group is looking at strategic issues affecting all criminal justice partners, and are reviewing the Service Level Agreement for Witness Care in Hampshire and Isle of Wight.

A witness care sub-group of the Trials Issues Group for this force area is guided by recommendations from the Chief Officers Group, reviewing implementation by all agencies.

The Criminal Justice Witness Care Working Group is reviewing working practices. This includes amendment of standardised letters which are used to contact victims and witnesses throughout the court process. In accordance with the Witness Care Service Level agreement, working practice will be drawn up to ensure victims and witnesses are kept informed of case progress, and that the views of the victim are made known to the courts.

Justice for All

Justice for All is the government's first step towards implementing areas for improvement identified in their review of the Criminal Justice System. Its goal is to provide strong, safe communities and that means:

- tough action on anti-social behaviour, hard drugs and violent crime;
- rebalancing the criminal justice system in favour of the victim; and,
- giving the police and prosecution the tools to bring more criminals to justice.

This will be achieved by rebalancing the criminal justice system in favour of the victim and the community so as to reduce crime and bring more offenders to justice by:

- reducing offending whilst on bail;
- building strong cases to put before the court;
- new procedures which get the case to trial quickly, with reduced chances of the accused 'playing the system' and escaping justice if guilty;
- simplifying and modernising our approach to evidence; and,
- effective sentencing and punishment that works.



Objectives and Priorities

Hampshire Constabulary is undertaking many changes, some of which are:

- Extending specialised support for victims of road traffic incidents and their families; specially trained officers are now able to work with families who suffer bereavement or serious injury, as a result of a traffic incident.
- Introducing more measures for vulnerable and intimidated witnesses, such as screens, pre-recorded video evidence and TV links. Hampshire Constabulary now has four specially equipped interview suits to enable vulnerable and intimidated witnesses to give evidence visually on recordable CDs. Also, remote live TV links enable vulnerable and intimidated witnesses to give evidence without going near a courtroom.

- Ensuring closer working between the police and the Crown Prosecution Service, including co-location, which will mean better prepared cases with fewer discontinued and more delivering justice.
- Introducing more restorative justice schemes, in particular in domestic violence circumstances.

Targets

Full details of all the targets can be found in the appendix against the relevant performance indicators. These include targets for: Court efficiency.

Performance indicators:

BV136a	} Narrowing the justice gap
BV136b	
F3	Timeliness of court files